

ANNUAL REPORT

PRINCE ALBERT MUNICIPALITY

2008/09



LIST OF ABBREVIATIONS

AG	Auditor-General
CAPEX	Capital Expenditure
CBP	Community Based Planning
CFO	Chief Financial Officer
DPLG	Department of Provincial and Local Government
DWAF	Department of Water Affairs and Forestry
EE	Employment Equity
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognized Accounting Practice
HR	Human Resources
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal finance officers
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MAYCOM	Executive Mayoral Committee
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MMC	Member of Mayoral Committee
MSA	Municipal Systems Act No. 32 of 2000
MTECH	Medium Term Expenditure Committee
NGO	Non governmental organisation
NT	National Treasury
OPEX	Operating expenditure
PMS	Performance Management System
PT	Provincial Treasury
SALGA	South African Local Government Organisation
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework

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CHAPTER 1:

INTRODUCTION AND MUNICIPAL OVERVIEW

1.1 EXECUTIVE MAYOR'S FOREWORD

It was the endeavor of council to respond to service delivery not just as an action of compliance in relation to the different sets of legislation but as an action of improving the conditions of our communities.

The year under review in retrospect can be regarded as a challenging year for Prince Albert Municipality. At an institutional level the Municipality had to recruit a Municipal Manager, Manager Community Services as well as a new Chief Financial Officer (CFO) as the previous CFO resigned. This had an impact on service delivery and how the municipality were able to respond as a leadership to the needs of our community. We have great appreciation for Mr. Dawid Rossouw who stepped in and supported Council as an Acting Municipal Manager, who helped us to recruit our leadership team as well as supporting us in steering services we were able to deliver under extremely difficult circumstances.

In the backdrop of our institutional challenges where we able with the team in place to attend to the needs of our communities. Further to note that the institutional challenges had a bearing on how we approach our task as a municipality where we were focused and concerned with inputs and outputs instead being geared towards outcomes and impact. This will be the focus of Prince Albert Municipality in the year ahead. The question that comes to mind is and what the focus will be is "in the services we deliver as a Municipality, are we giving value for money as we account to our communities.

The outcomes of the Auditor-General Report will be carefully packaged into an action plan and the political oversight that is required will ensure that the matters raised be addressed. This municipality is committed to the national and provincial drive towards clean audits.

We have a complementary Political and Administrative team that, if we all put our energy into the right things that this municipality can present the best it can be.

I want to express my appreciation to my colleagues in council, the administrative management team and all officials who contributed to service delivery.

1.2 MUNICIPAL MANAGER'S FOREWORD

The management team of the Prince Albert Municipality saw changes in a new team having to drive the agenda of council. The municipality managed to fulfil its constitutional obligations in being responsive to delivery of services and to support the provincial and national family where required in coordinating essential and basic services required.

Improvements in the approach of the Integrated Development Plan have to be made to give us more control to what we are responsible for. Quarterly plans have to be put in place in setting the agenda that can enable Council, the Oversight Committee and the Audit Committee to play their role effectively. We further have to look at putting in place action plans for effective monitoring of implementation and spending. This will also help in accounting to National and Provincial Government that has been strenuous.

Performance Management system was set up in this financial year with the support from Local Government and Housing. The system is ready to be implemented and will be effective in the new financial year. The intention is that all officials of the municipality be on the performance management system by 2011. A performance management system policy framework that facilitates the preparation of a performance report that is accurate and complete, available for internal and external review in a timely manner will receive urgent attention from the accounting officer that has to be supported by internal audit and audit committee.

The municipality in the year under review could not establish an audit function as an area highlighted by the Auditor General. We managed to sign a Share Service Agreement with the District Municipality who supported us with this function. This is an area that the municipality will pay specific attention to in the next financial year. In addition, the municipality will have to pay attention to the area of risk management as well as supply chain management. A clear audit action plan will see light in the new financial year responsive to the 2008/09 audit findings.

Appreciation is extended to the community for their patience with the municipality at various levels, to council for their oversight role and support and guidance to the administration, to the entire municipal team for their tireless efforts in giving effect to the mandate of the municipality and hard work

1.3 INTRODUCTION

This report addresses the performance of the Prince Albert Municipality in the Western Cape in respect of its core legislative obligations. Local government must create the participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the council of the municipality provides regular and predictable reporting on programme performance and the general state of affairs in their locality. The Prince Albert Municipality committed itself to the vision of:

“Uplift the standard and quality of life of the people in the sphere of the Prince Albert Municipal area and the optimal use of the resources and the sustainable preservation thereof”

The 2008/09 Annual Report reflects on the performance of the Prince Albert Municipality for the period 1 July 2008 to 30 June 2009. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), in terms of which the Municipality must prepare an Annual Report for each financial year.

1.4 DEMOGRAPHIC INFORMATION

Prince Albert is one of the Western Cape Local Municipalities, situated in the Central Karoo, 400 km north of Cape Town and 170 km south west of Beaufort West. The Municipality borders Beaufort West Local Municipality to the North and North West. Laingsburg is to the South West and the Eden District to the South. Prince Albert Municipal area covers a total of 8,800km², a vast part of this being in the rural areas where vast hectares are under agricultural production, mainly fruit and sheep farming. District roads radiate out of Prince Albert connecting it to its satellite towns of Prince Albert Road on the N1 (45 km to the north west), Klaarstroom on the R329 (55 km to the east) and Leeu – Gamka on the N1 (85 km to the north).

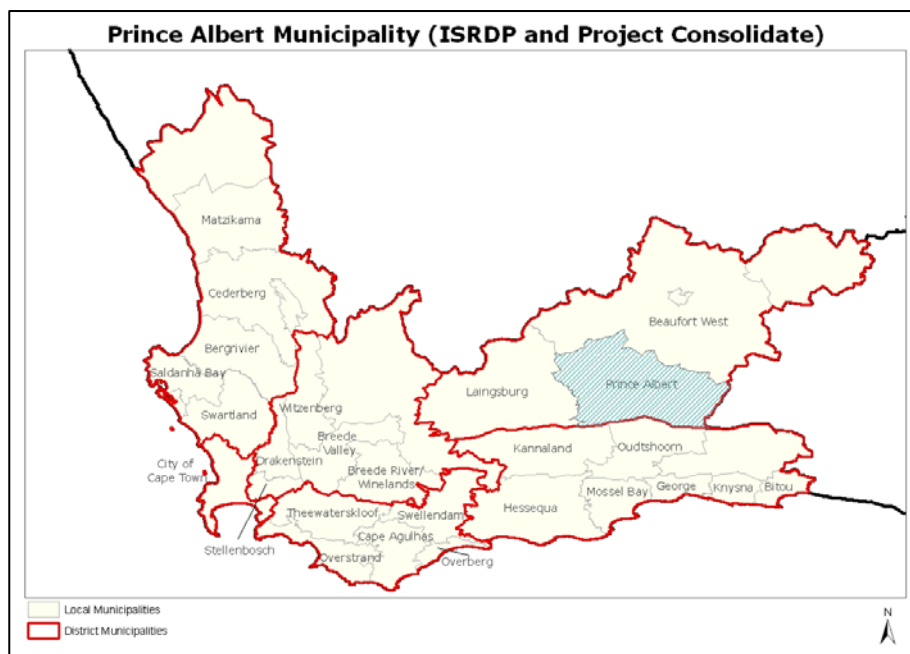
WARDS

The Municipality is currently structured into the following 3 service delivery areas:

AREA	AREAS
1	Prince Albert
2	Leeu Gamka
3	Klaarstroom

Table 1: Municipal service delivery areas

Below is a map of the Western Cape that indicates the location of the Municipality in the Central Karoo District area:



The table below indicates the demographic information of the municipal area, which was derived from the last census questionnaire and that is used for municipal planning purposes:

Number of Households	Total Population	African	Coloured	Indian	White
2 614	12 106	172	9 137	11	1 192

Table 2: Demographic information of the municipal area

1.5 SOCIO ECONOMIC-INFORMATION

The socio-economic information for the municipal area is as follows:

Housing backlog (2008)	Unemployment rate (%)	Proportion of house-holds with no income (%)	Skills prop. of pop. – low skilled employ. (%)	HIV/AIDS prevalence 2005 (%)	People older than 14 years illiterate (%)	Urban/ rural household split (%)
900	35.2	6.8	31	2.1	41	804

Table 3: socio-economic information for the municipal area

1.6 MUNICIPAL CHALLENGES

The following challenges and actions were identified by the municipality:

CHALLENGES	ACTIONS TO ADDRESS
Employment and job creation	
The creation a climate conducive for economic growth and development	<ul style="list-style-type: none"> Improved private sector involvement Finalization and implementation of the LED Strategy
Project driven initiatives	Identify high impact initiatives within sectors that are key drivers of economic growth
Infrastructure and backlogs	
Upgrade of bulk infrastructure for housing development	<ul style="list-style-type: none"> Submit applications to funding sources e.g. MIG Secure assistance in technical skills DBSA
Transportation	
Inadequate public transport services	Implementation of transport plan in cooperation with the different spheres of government
Limited long distance transport options – no bus route	Improved engagement with provincial government for support
Housing	
<ul style="list-style-type: none"> Implementation of housings projects Access to funding to provide low cost housing – DORA allocation inadequate 	Engagement with Department of Housing for approval of applications
Safety and security	
Limited law enforcement capacity to execute all municipal by-laws	Establishment of a law enforcement unit
Social and community development	
Effective functioning of area committees	Training of members and improved communication
Promoting the interest and well being of the youth, children, women and disabled persons	<ul style="list-style-type: none"> Effective stakeholder involvement Improved public participation

Table 4: Municipal challenges and actions to address

1.7 POLITICAL GOVERNANCE STRUCTURE

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, councilors are also actively involved in community work and the various social programs in the municipal area.

1.7.1 COUNCIL NAME

The Council of the Prince Albert Municipality comprises of 6 elected Councilors, made up from 0 Ward Councilors and 6 Proportional Representation (PR) Councilors. The portfolio committees are made up of councilors drawn from all political parties. The party and gender representation in the Council is listed in the table below:



Name of councilor	Capacity	Political Party	Ward representing or proportional	Meeting Dates	Sec 79 committee
Mrs M Benjamin	Executive Mayor	ANC	Prince Albert	21 May 2008 20 August 2008 19 November 2008 22 January 2009 25 March 2009 27 May 2009	All
Mr A Pienaar	Deputy Mayor	ANC	Klaarstroom		
Mr S Botes	Speaker	DA	Klaarstroom		
Mr NS Abrahams	Councilor	ANC	Leeu Gamka		
Mrs MG van Hasselt	Councilor	DA	Prince Albert		
Mr JP Goliath	Councilor	DA	Leeu Gamka		

Table 5: Composition of the Council

1.7.2 SECTION 79 PORTFOLIO COMMITTEES

The Portfolio Committees' primary responsibility is to exercise oversight over the executive arm of the municipality's governance structure. Section 79 Portfolio Committees monitor the delivery and outputs of the executive and may request departments to account for the outputs of their functions. Executive Councilors accountable for executive decisions and operations performed in general policy frameworks, agreed to by Council and, although the Portfolio Committees play an oversight role, they do not have any decision-making powers. The Section 79 Portfolio Committees for the 2006/11 Mayoral Term and their Chairpersons are:

Finance Committee

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Mr A Pienaar	Chairperson	8 August 2008 7 November 2008 5 March 2009 7 May 2009	All
Mr S Botes	Speaker		
Mr NS Abrahams	Councilor		
Mr JP Goliath	Councilor		
Mrs MG van Hasselt	Councilor		
Mrs M Benjamin	Executive Mayor (ex officio)		

Table 6: Composition of Finance Committee

Personnel and Transformation Committee

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Mr S Botes	Chairperson	5 August 2008 4 November 2008 5 March 2009 7 May 2009	All
Mr A Pienaar	Councilor		
Mr NS Abrahams	Councilor		
Mr JP Goliath	Councilor		
Mrs MG van Hasselt	Councilor		
Mrs M Benjamin	Executive Mayor (ex officio)		

Table 7: Composition of Personnel and Transformation Committee

LED & IDP Committee

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Mrs MG van Hasselt	Chairperson	6 August 2008 5 November 2008 3 March 2009 5 May 2009	All
Mr A Pienaar	Councilor		
Mr S Botes	Councilor		
Mr NS Abrahams	Councilor		
Mr JP Goliath	Councilor		
Mrs M Benjamin	Executive Mayor (ex officio)		

Table 8: Composition of LED & IDP Committee

Building Committee

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Mr JP Goliath	Chairperson	4 August 2008 3 November 2008 4 March 2009 6 May 2009	All
Mr A Pienaar	Councilor		
Mr S Botes	Councilor		
Mr NS Abrahams	Councilor		
Mrs MG van Hasselt	Councilor		
Mrs M Benjamin	Executive Mayor (ex officio)		

Table 9: Composition of Building Committee

Community Services and Development Committee

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Mr NS Abrahams	Chairperson	7 August 2008 6 November 2008 3 March 2009 5 May 2009	All
Mr A Pienaar	Councilor		
Mr S Botes	Councilor		
Mr JP Goliath	Councilor		
Mrs MG van Hasselt	Councilor		
Mrs M Benjamin	Executive Mayor (ex officio)		

Table 10: Composition of Community Services and Development Committee

1.8 ADMINISTRATIVE GOVERNANCE STRUCTURE

The Municipal Manager is the Chief Accounting Officer of the Municipality. He is the head of the administration, and primarily has to serve as chief custodian of service delivery and the implementation of political priorities. He is assisted by his management team, which consists of the following members:

(Photos to be inserted with final draft)

Name of Official	Department	Performance agreement signed (Yes/No)
Mr DJ Rossouw	Municipal Manager	Yes or NO
Mr E September	Community Services and Development	Yes
Mr JJ van der Westhuizen	Finance	Yes

Table 11: Management Team

1.9 Public Accountability

1.9.1 Area Committees

Area 1: Prince Albert

Prince Albert (North-end)		
Name of representative	Capacity/ entity representing	Meeting dates
Magdalene Benjamin	Local councilor	23 July 2008 22 October 2008
Markus Isaacs	AGS Church	
Fatiema Lekay	Social transformation	
Apools Ligenfeldt	Church	
Willem Hinkman	Church	
Sampie Hector	Church	
Vernie Olifant	Crèche	
Margie Jaftha	Advice Office	
Katriena Alexander	Bergsig Settlement representative	
Jacoba Visagie	Zwartberg High School	

Prince Albert (South-end)		
Name of representative	Capacity/ entity representing	Terms of reference of committee Meeting dates
Willem Jansen	Local councilor	23 July 2008 22 October 2008
Dave Rennie	Badisa	
Di Steyn	Tourism	
Sue-Dean Milton	Environmentalism	
Johan Du Toit	ACW-Old Age	
Rachell Roberts	ANC	
Linda Jaquet	Crèche	
Eddie Hattingh	CPF	
Mari-Ann Botha	Culture establishment	
Judy Mquire	Heritage Committee	

Table 12: Composition of Area Committee for Prince Albert (North-end and South-end)

Area 2: Leeu Gamka

Name of representative	Capacity/ entity representing	Meeting dates
Nicolaas Abrahams	Local Councilor	24 Julie 2008 23 October 2009
Jacobus Goliath	Local Councilor	
Mary Petoors	Methodist Church	
Alicia Lottering	Community Guidance	
Raymond Swartz	Sport Forum	
Viola Petoors	CDW	
Samatha Klink	DA	
Sarah Jones	Transnet Housing	
Petrus Boesak	AGS Church	
Dawid Steenkamp	CPF	
Lydia Faroa	Vye Bossie Organisation	
Monia Van Der Berg	Women needle work group	

Table 13: Composition of Area Committee for Leeu Gamka

Area 3: Klaarstroom

Name of representative	Capacity/ entity representing	Meeting dates
April Pienaar	Local Councilor	22 July 2008 21 October 2008
Stoffel Botes	Local Councilor	
Nellie Wildschut	Badisa	
Rose Fister	ANC	
Christien Hattingh	DA	
Deon Arries	Housing Committee	
Esmarelda Katzen	Crèche	
Carina Botes	Youth Forum	
Chantelle Booysen	Social Transformation	
Sam Fister	CPF	
Bruce Arries	W Tourism	
Booi Wilschut	Sport Forum	
Louise Arries	Women in Tourism	
Angeline Wildschut	Home Base Care	
Andries Claassen	Karoo-Dorings	
Jeremy Hewitson	Tourism	

Table 14: Composition of Area Committee for Klaarstroom

1.9.2 Representative Forums (LLF)

Local Labour Forum

Name of representative	Capacity/ entity representing	Terms of reference of committee	Meeting dates
Mr S Botes	Chairperson	To consult regarding collective issues such as: Restructuring; Health & Safety; Training; Labour Relations; to negotiate on conditions of service and other matters accept for those reserved for negotiation at South African Local Government Bargaining council	4 March 2009 6 May 2009
Mr A Pienaar	Councilor		
Mr E Briesies	SAMWU Representative		
Mr M February	IMATU Representative		
Mr DJ Rossouw	Municipal Manager		

Name of representative	Capacity/ entity representing	Terms of reference of committee	Meeting dates
		(SALGBC)	

Table 15: Composition of LLF

1.9.3 Imbizo's

An Imbizo were held on 15 April 2009 in Prince Albert

Main issued raised by community	Issue addressed (Yes/No)	Feedback provided (Yes/No)
Job creation (High priority)	Yes	Yes, regular community meetings and media briefings
Storm water drainage system & Road construction & maintenance	Yes	
Local economic development (SMME)	Yes	
Housing development	In planning phase	

Table 16: Details of Imbizo held 15 April 2009

1.9.4 Audit Committee

The Audit Committee of the municipality also act as the Performance Management Committee. The current external members of the Panel were drawn from both the public, private sector and the academia and are listed below:

Name of Member	Qualifications	Meeting dates
MR. T Jarrard (Chairperson)		22 September 2008 23 October 2008 5 December 2008
Mr SC Delport		
Mr J Senekal		
Mr DJ Rossouw (Municipal Manager)		

Table 17: Audit Committee Members

CHAPTER 2: PERFORMANCE HIGHLIGHTS

CHAPTER 2: PERFORMANCE HIGHLIGHTS

This chapter speaks to the performance highlights in terms of the Municipality's IDP, performance on basic service delivery and backlogs addressed, the MIG projects as well as the spending priorities for the following year. It addresses the communication and public participation processes of the Municipality to give a holistic view of how the Municipality communicates performance to its stakeholders.

2.1 Performance in terms of the National Key Performance Indicators

The performance of the municipality against the National KPA's can be summarised as follows:

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT 2008/09
<u>Basic Service Delivery</u>	
(a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal	100
(b) The percentage of households earning less than R 1100 per month with access to free basic services	100
<u>Municipal Institutional development and transformation</u>	
(a) The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	1
(b) The percentage of a municipality's budget actually spent on implementing its workplace skills plan	0.75%
<u>Local economic development</u>	
The number of jobs created through municipality's local, economic development initiatives including capital projects	847
<u>Municipal financial viability and management</u>	
Financial viability as expressed by the following ratios:	3.4
<ul style="list-style-type: none"> Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year) 	
<ul style="list-style-type: none"> Service debtors to revenue – (Total outstanding service debtors/ revenue received for services) 	7.69

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT 2008/09
<ul style="list-style-type: none"> Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure) 	1.06
<p><u>Good governance and public participation</u></p> <p>The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan</p>	73

Table 18: Performance against the National Key Performance Indicators

2.2 Development priority areas

2.2.1 General priority areas

Development Priorities	Challenges
Human Capital	Limited resource base to appoint professionals
Skills Development & SMME Development	Sector department involvement
Local Economic Development	No buy-in from the private sector
Infrastructure Development	Financial constraints
Housing Development	Funding remains a challenge
Community Tourism Development	Political environment

Table 19: Development priority areas

2.2.2 BASIC SERVICES DELIVERY

2.2.2.1 Provision of Free Basic Services

The Free Basic Services with regards to electricity, water, sanitation and refuse removal provided by the municipality during the 2008/09 financial year are summarized in the following tables:

Electricity:

Indigent Households			Non-indigent households			Households in Eskom areas		
Nr of households	Unit per household (kwh)	Value R	Nr of households	Unit per household (kwh)	Value R	Nr of households	Unit per household (kwh)	Value R
185	50	59 853	0	0	0	185	50	48 000

Table 20: Free basic electricity

Water:

Indigent Households			Non-indigent households		
Number of households	Unit per household (kl)	Value R	Number of households	Unit per household	Value R
185	6	31 888	3 000	6	517 104

Table 21: Free basic water

Sanitation:

Indigent Households			Non-indigent households		
Number of households	Unit per household per month	Value R	Number of households	Unit per household per month	Value R
185	1	112 114	0	0	0

Table 22: Free basic sanitation

Refuse removal:

Indigent Households			Non-indigent households		
Number of households	Unit per household per month	Value R	Number of households	Unit per household per month	Value R
185	1	78 455	0	0	0

Table 23: Free basic refuse removal

2.2.2.2 Access to basic municipal services

The following table indicates the number of households that gained access for the first time to the different types of basic services during the 2008/09 financial year:

Type of service	2007/08	2008/09
Housing	0	0
Water	0	0
Sanitation	0	0
Refuse removal	0	0
Electricity	0	0

Table 24: Access to basic services

2.2.2.3 Summary of backlogs that must still be addressed

The following table indicates the backlogs that must still be addressed:

Area	Total nr of households affected	Timeframe to be addressed	Cost to address R'000
Housing	900	20 years	49 500
Water (on site)	0	0	0
Sanitation	0	0	0
Refuse removal (at least once a week at site)	0	0	0
Electricity (in house)	0	0	0
Streets and storm water	0	0	0

Table 25: Service delivery backlogs

2.2.2.4 Capital budget spent on municipal services

The percentage (%) of the approved budget spent on each municipal service respectively for the 2006/07, 2007/08 and 2008/09 financial years respectively are as follows:

Financial Year	Housing (%)	Water (%)	Sanitation (%)	Refuse Removal (%)	Electricity (%)	Streets & Storm Water (%)	Community facilities (%)
2006/ 2007	0	54.60	1.10	0	3.50	21.70	19.10
2007/ 2008	0	16.00	5.60	0	7.10	11.10	0
2008/ 2009	0	67.94	6.77	0	1.13	24.16	0

Table 26: CAPEX

2.2.2.5 Spending on capital budget

Financial year	% of Capital budget spent	Reasons for under spending
2007/ 2008	58.78	Housing project could not be implemented – lack of sufficient funding
2008/ 2009	73.00	Housing project could not be implemented – lack of sufficient funding

Table 27: Capital budget spending

2.2.2.6 Housing

As mentioned earlier, there are currently approximately 900 households on the waiting list, including any informal settlement areas, but excluding the rural settlements within the municipal service area. A summary of houses built and sites serviced during the 2008/09 financial year are indicated in the table below:

Fin year	Allocation R'000	Amount spent R'000	% spent	Number of houses built	Number of sites serviced
2006/ 2007	0	0	0	0	0
2007/ 2008	0	0	0	0	0
2008/ 2009	0	0	0	0	0

Table 28: Housing

During the 2008/9 financial year the municipality received 48 building plans of which 0 (include approval of plans already received end 2007/08) with a value of R14.2 million were approved. Revenue earned from building plans was R 14 202.00. Land use/ Town planning applications were also received and approved for the same period. The details of these approvals are as follows:

Land use applications		Building Control	
Towns	Nr of land use applications received	Description	Buildings Plans
Prince Albert	27	New residential dwellings	5
Leeu Gamka	2	Residential extensions	35
Klaarstroom	0	New Business buildings	2
		Business extensions	2
		Rural applications	4
Rural applications	3	Plans declined	0
Total	32	Total	48

Table 29: Land use applications and building control

2.2.2.7 Municipal infrastructure and other grants

The Municipality had R 3,09 million for infrastructure and other capital projects available that was received in the form of grants from National and Provincial Government during the 2008/9 financial year. The performance in spending these grants can be summarized as follows:

Municipal Infrastructure Grant (MIG)

Financial year	Project	Ward nr/ Area	Available funding R'000	Amount spent R'000	% spent
2006/2007	N/A	N/A	N/A	N/A	N/A
2007/2008	N/A	N/A	N/A	N/A	N/A
2008/2009	Oxidation ponds	Prince Albert	3 009	3 009	100

Table 30: MIG

Other Grants for Capital projects

Financial year	Name of grant and department	Project	Ward nr/ Area	Available funding R'000	Amount spent R'000	% spent
2008/09	0	0	0	0	0	0

Table 31: Other capital grants

2.2.2.8 Summary of capital projects

Description of the project	Ward nr/ Area	Available funding 2008/09 R'000	Amount spent R'000	% spent	Project completed Yes/No
Extension to offices and store room	Prince Albert	300	237	79%	No
Upgrading of power lines	Area 1,2 and 3	50	50	100%	Yes
Upgrading of gravel roads	Prince Albert	20	16	83%	Yes
Curbs	Prince Albert	200	167	83%	Yes
Stormwater	Prince Albert	50	41	83%	Yes
Upgrading of tar roads	Prince Albert	250	209	83%	Yes
Water provision	Area 1,2 and 3	250	0	0	No

Table 32: Summary of capital projects

2.3 LED

2.3.1 LED Strategy and review 2009

Despite its significant agricultural and tourism advantages, economic development remains a significant challenge for Prince Albert Municipality. Low population density, distance from large markets and an arid climate translate into fewer development opportunities as compared to other parts of the Western Cape. An economic analysis of the Prince Albert economy indicated that a significant portion of the local community, especially those in Leeu-Gamka and Klaarstroom remains marginalised, with limited access to employment and wealth creation opportunities. It is therefore critical that participation in the economy is broadened to include marginalised communities and address poverty. Growing and sharing the economy to the benefit of all is thus a critical challenge for the Prince Albert Municipality and central to its Local Economic Development Strategy.

Both the constitution and the White Paper on Local Government (1998), highlight the critical role of local government in facilitating LED in order to contribute towards job creation and economic growth at local level. Local Economic Development can be defined as a process by which public, private and community role players within a specific area (such as Prince Albert) manage their shared resources in a manner that is sustainable and equitable through an inclusive and

participative process. This process should ideally be based on partnership arrangements and could include the formation of new institutions, the development of alternative industries, the improvement in the capacity of existing employers to produce better products, the development of new markets, the sharing of knowledge, as well as the promotion of new firms and businesses.

The ultimate objective of local economic development is to promote economic growth, create jobs and improve the quality of life all residents in a specific area. Municipalities have therefore a critical role in the promotion and facilitation of economic development. In the draft LED strategy, currently under review by the Provincial Department of Economic Development and Tourism the following strategic comparative advantages were identified in the economy of Prince Albert:

- ***Well-established agricultural sector:***

Despite the arid climate of the region, Prince Albert produces a wide range of agricultural products. The agricultural sector provides employment to almost half of the employable populace of the sub-region. An off-shoot of a well-established agricultural sector is agri-processing, as yet untapped in this region. Agri-processing which involves adding value to the agricultural produce offers exciting economic growth and employment prospects for the future.

- ***High tourism potential:***

Prince Albert has become a prime tourism destination although the town is not located on the N1, as is the case with most towns in the district. The scenic location of the town, 2kms from the Swartberg Mountains and its historic architecture already attract a sizeable number of local and foreign tourists. Festivals organised around local industries such as olives and deciduous fruit have been quite successful. Numerous B&B operate in Prince Albert. Efforts towards developing the tourism potential could include improving the Swartberg pass road, agri-tourism and eco-tourism. Increased tourists to the area would also mean exposure for various existing and potential local industries.

- ***Existing infrastructure:***

Prince Albert and other towns in the Central Karoo are fortunate to have good infrastructure in terms of roads, sanitation, electricity and water-supply. The majority of residents are formally housed in Prince Albert. The town is well served through regional transport infrastructure, such as the N1 as well as being en route to Eden. However, in terms of other utility infrastructure, there are a few problem areas that need to be addressed over the medium term. Moreover, the maintenance and up-grade of existing infrastructure is an issue that the municipality needs to prioritise.

The draft policy highlights the following key objectives that should be pursued in Prince Albert, and these include:

- ***Sustainable Economic Growth and Job Creation:***

Focusing on broadening the economic base of the local economy as well as increased growth through developing the comparative advantages of Prince Albert. Job creation should focus on creating meaningful, sustainable and long-term employment within the communities.

- ***Human Resource Development:***

Focussing on the relevant technical and life long skills linked to growth sectors in the economy so as to allow maximum participation by all community groups including disabled people and women and promote economic inclusiveness.

- ***Poverty Reduction:***

Within a sustainable human settlement context, inclusive of aspects such as providing basic services, social and economic opportunities as well as educational, health and welfare equity.

- ***Integrated human Settlements:***

Focussing on the space economy and facilitating integrated spatial development in terms of access to existing (and new) employment and social welfare facilities and opportunities, in particular for those marginalised. Link to this is the establishment of a range of shelter opportunities and greater spatial integration of income groups. A important aspect of this is the need to recognise the importance of access to property in asset building, in particular in marginalised communities.

Based on the economic analysis of the region, agriculture, agri-processing and tourism are identified as having the maximum potential for future development. Key strategies are identified for each of these sector.

- ***Agriculture and Agri-processing Sector:***

- Sustain existing agricultural practices
- Increase participation from emerging farmers
- Promoting agri-processing industries
- Provide for Urban Agriculture and Small Scale Farming
- Identify and support agri-tourism practices

- **Tourism Sector**

- Align with regional tourism strategy
- Create and maintain new tourist attractions
- Provide for marginalised individuals to participate in local tourism

With its limited resources the municipality strives to fulfill a strategic facilitative role w.r.t economic development within the area.

2.3.2 LED projects

Performance highlights with regard to the various LED projects are indicated in the table below:

Name of project	Description	Total investment R'000	Amount spent to date R'000	Highlights 2008/09
Leeu-Gamka Bakery	<ul style="list-style-type: none"> ▪ The community bakery is an enterprise designed to improve the basic nutritional intake of both the individuals and the entire community of Leeu-Gamka. 	100	55	Obtained a building for the bakery

Table 33: LED projects

2.3 PERFORMANCE HIGHLIGHTS PER MUNICIPAL DIVISION

High-level performance highlights with regard to the various divisions in the municipality are indicated in the table below:

Directorate/ Functional area	Division	Highlights 2008/09
Municipal Manager	All	<ul style="list-style-type: none"> • Appointment of IDP official
Financial Services	All	<ul style="list-style-type: none"> • Clean audit report • Financial submitted according due date
Community Services and Technical Services	Refuse removal	<ul style="list-style-type: none"> • Establishment of a recycling plant
	Protection services	<ul style="list-style-type: none"> • Appoint of an additional law enforcement officer

Directorate/ Functional area	Division	Highlights 2008/09
	Housing	<ul style="list-style-type: none"> Assist community of Bergsig with the erection of corrugated structures
	Parks and recreational facilities	<ul style="list-style-type: none"> Establishment of indigenous gardens in public open spaces in Noordeinde
	Electricity	<ul style="list-style-type: none"> 100 solar panel warm water cylinders provided to the elderly and frail community members High mast lighting provided for dark areas within informal settlement area
	Heritage	<ul style="list-style-type: none"> Compilation of a heritage inventory of all buildings and sites in Prince Albert

Table 34: High-level performance highlights per municipal division

CHAPTER 3: ORGANISATIONAL DEVELOPMENT

CHAPTER 3: ORGANISATIONAL DEVELOPMENT

The Prince Albert Municipality currently employs 62 officials, who individually and collectively contribute to the achievement of Municipality's objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

3.1 INTRODUCING THE MUNICIPAL WORKFORCE

The Management team is supported by staff employed by the municipality to deliver on municipal services and political priorities. The approved structure for the Administration has 62 posts. The actual positions filled are indicated in the tables below

PER POST LEVEL		
Post level	Filled	Vacant
MM & MSA section 57	3	2
Middle management	5	0
Admin Officers	17	0
General Workers	35	0
Total	60	2
PER FUNCTIONAL LEVEL		
Functional area	Filled	Vacant
Municipal manager's office	5	2
Financial Services	8	0
Community Services and Technical Services	47	0
Total	60	2

Table 35: Filled and vacant post

3.1.2 Details on posts filled

Posts filled									
Occupational categories	Male				Female				Total
	A	C	I	W	A	C	I	W	
Legislators, senior officials and managers	0	7	0	1	0	2	0	2	12
Professionals	0	3	0	0	0	0	0	0	3
Technicians and associate professionals	0	0	0	2	0	0	0	0	2
Clerks	0	3	0	0	1	6	0	0	10
Plant and machine operators and assemblers	0	7	0	1	0	0	0	0	8
Elementary occupations	0	23	0	2	0	0	0	0	25
Total permanent	0	43	0	6	1	8	0	2	60
Non- permanent	0	0	0	0	0	0	0	0	0
Grand total	0	43	0	6	1	8	0	2	60

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Senior management	0	1	0	1	0	1	0	0	3
Professionally qualified and experienced specialists and mid-management	0	4	0	2	1	0	0	2	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	4	0	0	0	6	0	0	10
Semi-skilled and discretionary decision making	0	26	0	3	0	9	0	0	38
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total permanent	0	35	0	6	1	16	0	2	60
Non- permanent	0	0	0	0	0	0	0	0	0
Grand total	0	35	0	6	1	16	0	2	60

Key function (Department)	Male				Female				Total
	A	C	I	W	A	C	I	W	
Municipal manager	0	1	0	1	0	2	0	1	5
Financial Services	0	2	0	1	1	3	0	1	8
Community Services and Technical Services	0	36	0	2	0	8	0	1	47
Total permanent	0	39	0	4	1	13	0	3	60
Non- permanent	0	0	0	0	0	0	0	0	0
Grand total	0	39	0	4	1	13	0	3	60

Table 36: Details on posts filled

3.1.3 Employment equity

The Employment Equity Act dictates that all workplaces promote equity in terms of gender, race and disability. The municipality has an approved Employment Equity Plan that is implemented when all vacant posts are filled. During the 2008/09 financial year, the Municipality appointed 11 employees in various departments. All of these appointments were based on both the service delivery needs and the Employment Equity Plan. The Employment Equity Plan was submitted to the Department of Labour in 2003.

The transformation statistics were as follows at 30 June 2009:

Description	African	Coloured	Indian	White	Male	Female	Disability
Target June'09	Not stipulated	Not stipulated	Not stipulated	Not stipulated	Not stipulated	Not stipulated	Not stipulated
Actual June'09	1.66%	86.68%	0	11.66%	71.7%	28.3%	0

Table 37: Employment equity statistics

The demographic information of the municipality compared to the workforce is as follows:

Description	Total	African	Coloured	Indian	White
Population numbers	10 512	172	9 137	11	1 192
% Population	100%	1.64%	86.91%	0.10%	11.35%
Number for positions filled	60	1	52	0	7
% for Positions filled	100	1.66%	86.68%	0	11.66%

Table 38: Employment equity vs population

3.2 Capacitating the municipal workforce

3.2.1 Staff training

The Work Place Skills Plan (WPSP) for the 2008/09 financial year and the Implementation Report for the 2008/09 financial year was submitted to the LGSETA on 30 June 2009. The amount spent on training was R66 which is 0,77% of the salary spend of R 8,654 million as at 30 June 2009. The training programmes that were completed by the municipal staff is summarised in the following table.

Name of training programme	Short description/ Provided by	Number of officials							
		Gender		Race					
		Fe- male	Male	AF	AM	CF	CM	WF	WM
Water purification	Water Academy	0	9	0	0	0	8	0	1
Computor training	Prince Albert Tely Centre	0	3	0	0	0	3	0	0
Munite taking	UCT	1	0	0	0	1	0	0	0
Records clerck	National Archive	2	1	0	0	2	1	0	0
Stock control	Empowered personnel		2	0	0		2	0	0
IYM	Central Karoo DM	2	2	0	0	2	2	0	0
Drivers Liscense	Oudtshoorn Municipality	0	2	0	0	0	2	0	0
ABET	Siyafuna Ukufunda Community Learning Centre	0	6	0	0	0	6	0	0
Traffic data capturing	Overstrand Municipality	1	4	0	0	1	4	0	0
Traffic Supervisor	Overstrand Municipality	0	0	0	0	0	0	0	0
Library Assistant	Beaufordt West Municipality	6	0	0	0	6	0	0	0
IDP Learnership	Department Local Government	0	1	0	0	0	1	0	0
Ground water training	Ground Water Africa	0	4	0	0	0	4	0	0
GRAP Financial Training	Provincial Treasury	1	1	0	0	1	0	0	1
Motor vechicle registration	Oudtshoorn Municipality	1	1	0	0	1	1	0	0
Recylcing	Oudtshoorn Recycling Centre	0	3	0	0	0	1	0	2
Tender procedures	PD Naidoo Consulting Engineers	0	23	0	0	0	23	0	0

Name of training programme	Short description/ Provided by	Number of officials							
		Gender		Race					
		Fe- male	Male	AF	AM	CF	CM	WF	WM
Supervision skills	Empowered personnel	0	2	0	0	0	2	0	0
Total		14	59	0	0	14	60	0	4

3.2.2 Councillor training

The training programmes that were completed by councillors of the municipality is summarised in the following table:

Name of training programme	Short description	Number of councillors							
		Gender		Race					
		Fe- male	Male	AF	AM	CF	CM	WF	WM
Municipal Act and Legislation	SALGA	1	5	0	0	1	5	0	0
Training and Capacity Building (Ward Committees)	Department Local Government	1	5	0	0	1	5	0	0
Total		2	10	0	0	2	10	0	0

Table 40: Councillor training

3.3 Managing the municipal workforce

3.3.1 Injuries and sick leave

Department	Total nr of Injuries for the year	Total number of days sick leave taken during the year
Municipal manager	0	7
Financial Services	0	28
Community Services	0	105

Table 41: Injuries and sick leave

3.3.2 HR policies and plans

In order to deliver an effective human resource management function to its workforce, the municipality has developed the following strategies and policies, all of which will be reviewed during 2009/10 financial year:

Approved policies
Name of policy
Recruitment and selection
Promotion
Negotiations with municipal officials
Service termination
Compensation for benefits
Travel & Subsistence
Financial support to municipal officials
Leave and long service bonus
Private work by officials
Sexual Harassment
Human Resource Development
Induction and orientation
Employment equity
Employment equity plan
HIV / AIDS
Code of conduct for municipal officials
Health and Safety
Allowances: Acting

Table 42: HR policies and plans

3.4 Managing the municipal workforce expenditure

3.4.1 Personnel expenditure compared to total operating expenditure

Financial year	Total Expenditure salary and allowances (R'000)	Total Operating Expenditure (R'000)	Percentage (%)
2006/07	5 056	12 071	41
2007/08	5 391	14 020	38
2008/09	8 564	22 620	37

Table 43: Staff expenditure

CHAPTER 4:

FUNCTIONAL SERVICE DELIVERY REPORTING

CHAPTER 4: FUNCTIONAL SERVICE DELIVERY REPORTING

4.1 INTRODUCTION

This chapter deals with how services were delivered during the 2008/09 financial year and indicates the performance against the KPA's for the 2008/09 financial year based on the IDP.

The performance of the Municipality is reported against the objectives for each department as indicated in the IDP and the performance agreements of the departmental heads. The chapter also highlights the main KPA's for 2009/10.

Functional breakdown by Department

Department	Functions
Municipal Manager	Internal Audit, LED and IDP HR and Committee Services
Financial Services	Budgets, Income, Expenditure, Information Technology
Community Services & Technical Services	Water, street and sanitation, Housing, Electricity, Town Planning and Land Use, Libraries, Traffic & Public Safety and Parks, gardens and amenities

Table 44: Functional breakdown

4.2 MUNICIPAL MANAGER

Introduction

The Municipal Manager is responsible for Corporate Strategy and the drafting, management and implementation of Council's Integrated Development Plan (IDP). The Office of the Municipal Manager also strives to enhance the relationship between the political and administrative centres of the council, to promote governance mechanisms and innovations in the areas of communication, strategic planning, information and knowledge management.

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target	Actual performance
Council					
Reporting of the 2007/08 performance	Annual Report approved	All	% completed	100%	100%
Strategic planning session and approval of annual municipal strategy	IDP approved	All	Feb 09	1	1
Performance Framework adherence	MM performance contract approved	All	% completed	100%	100%
Quarterly Council Meetings	Council meetings held	All	Quarterly	4	4
Special Council Meetings	Attendance of meetings at least	All	Ad hoc	80%	80%

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target	Actual performance
	80%				
Area Committee Meetings	Attendance at regular area committee meetings	All	Monthly	8	8
Strategic and sustainable budgeting	2009/10 Budget approved before the legislative deadline	All	% completed	100%	100%
Strategic and sustainable budgeting	2008/09 Revised budget approved before the legislative deadline	All	% completed	100%	100%
Effective expenditure and revenue management	Monitoring of revenue and expenditure and decisions on remedial steps if necessary	All	Monthly	12	12
Municipal Manager					
Completion of annual report	Annual report submitted within 2 Months after finalization of financial statements	All	Annual Report by due date	1	1
Credible IDP Submitted to WCPG	% Rating i.t.o. Provincial IDP Assessment	All	% Achieved i.t.o. Provincial rating	100%	100%
Process plan completed by end of August	Process plan completed by set date = 1	All	Process Plan at 31 Jul	1	1
Resolutions taken by the Executive Mayor comply with legislative requirements	% Support and advice within 24 hours	All	% within required timeframe	95%	95%
Advise to all Councilors about legislative requirements when queries are received	% advise within 24 hours	All	% within required timeframe	95%	95%
Advise the Speaker on procedures to be followed and investigations on any alleged breach of the Code of Conduct for Councilors	% Advise within 24 hours	All	% within required timeframe	95%	95%
Liaison with Leadership team on a weekly basis	Meetings with management team per month	All	Weekly	36	36
Monitor implementation of Council resolutions	Items implemented within required timeframe	All	% within required timeframe	95%	95%
Approval of annual municipal strategy	Approval of IDP	All	1	1	1
Performance Framework adherence	Section 57 managers performance agreements, plans approved	All	% completed	100%	100%
Performance contracts submitted	Performance contracts submitted within 1 month after beginning of the financial year	All	Contracts submitted to prov treasury and DPLG by end July	100%	100%
Revision and	Strategy completed	All	1	100%	100%

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target	Actual performance
implementation of LED Strategy	and implemented				
Provide advice w.r.t a strategic and sustainable budgeting process.	2009/10 Budget approved before the legislative deadline & implementation monitored	All	% completed	100%	100%
Provide advice w.r.t a strategic and sustainable budgeting process.	2008/09 Revised budget approved before the legislative deadline	All	% completed	100%	100%
Provide advice w.r.t a strategic and sustainable budgeting process.	Submit to the mayor a statement of the municipality's budget	All	10 working days after month-end (IYM)	100%	100%
% of audited expenses compliant with financial practice	% of audited queries compliant with regulations/ legislation	All	Planned % of audited queries compliant with regulations	80%	100%
Monitor the implementation of Internal audit reports	% of internal audit queries rectified within 6 months	All	% rectified within 6 months	80%	80%
Monitor proper procurement systems and policy implementation	Policy implemented and system in place	All	% of implementation	100%	100%
HR					
Submission of Quarterly Training report to LGSETA	4 reports p.a.	All	quarterly	4	4
Labour relations liaison	Actual LLF meetings/ divide by annual planned LLF meetings	All	no of LLF meetings planned for year	4	2
Disciplinary actions to be completed within 30 days	% Disciplinary actions completed within 30 days	All	% within required timeframe	95%	100%
Submission of skills development plan	Submission by 30 June each year	All	% completed	100	100%
Provisioning of training to staff	Percentage of Training budget spent	All	% expenditure	100%	90%
Committee Services					
All Council Resolutions to be delivered to different Directorates within 5 days	% resolutions delivered within 5 days	All	% within required timeframe	95%	100%
Distribution of incoming post within 72 hours	% Incoming post distributed within 72 hours	All	% within required timeframe	95%	100%
Timely compilation and distribution of Agendas for all Committee Meetings	% agendas distributed within 48 hours prior to meetings	All	% within required timeframe	95%	100%
Timely compilation and distribution of Agendas for all Council Meetings	% Agendas distributed within 7 days prior to meetings	All	% within required timeframe	95%	100%
Timely compilation and distribution of agendas for all Area committee meetings	% distributed 7 days before meeting	All	% within required timeframe	98%	98%

Table 45: Performance against KPA's: Municipal manager

Main Delivery Agenda 2009/10

Key performance indicator	Ward nr/ Area	Target
Review and approval of organizational structure	All	June 2010
Communication policy approved and implemented	All	June 2010
Design and distribution of quarterly newsletter	All	June 2010
LED strategy reviewed	All	March 2010

Table 46: Main delivery agenda 2009/10: Municipal manager

4.3 FINANCIAL SERVICES

Introduction

The Finance Department manages the financial affairs of Council to ensure the optimum use of all Council assets. In essence, it is the protector and custodian of the public purse as it levies taxes and charges on the public, collects the taxes and charges from the public, and administers the expenditure of those taxes and charges on goods, services and assets on behalf of the public. The Department is split into 4 sections Budget Office, Income, Expenditure and Information Technology.

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target	Actual performance
CFO					
Implementation of Internal audit reports	% of internal audit queries rectified within 6 months	All	% rectified	80%	80%
Submission of Annual Report information	Departmental Report submitted by 31 November	All	Nov 08	1	1
Management of audit queries	% of audit queries completed within 30 days	All	% of target achieved	70%	70%
Liaison with Leadership	Meetings with management team per month	All	Monthly	11	11
Implementation of Council resolutions	Items implemented within required timeframe	All	% delivered within required timeframe	70%	70%
Assignments from municipal manager	Reasonable assignment implemented within required timeframes	All	% of assignments addressed	100%	100%
Ensure proper procurement practices	No of months with unsuccessful appeals against municipality on the awarding of tenders.	All	# months of unsuccessful appeals	12	12
Budget Section					
Completion of Adjustment Budget	Completion of Adjustment Budget	All	% completed within required timeframe	100%	100%

	within the required timeframe				
Budget Processes aligned with IDP processes	Budget Process plan aligned and submitted	All	1 process plan by 31/8	1	1
Completion of draft and final budgets	Completion of Draft and final budgets on 20th of March	All	1 budget	1	1
Monthly reporting preparation to committees	Reports completed and submitted by 10th of month	All	% completed within required timeframe	95%	95%
Asset-register updated annually	Asset register annually updated	All	Update complete	100%	100%
Valuation roll updated annually	Roll finalized	All	Roll = 1	1	1
Income					
Banking of all receipts	All receipts banked within 48 hours	All	% within 48 hours	100%	100%
Daily receipting	100% daily	All	% daily receipts	100%	100%
Debtors payments received timeously	Payment % rate	All	% debtors paid	95%	95%
Annual auditing of indigent records	100% of indigent audited	All	% audited	95%	95%
Actual meter reading	meters read/total meters	All	% meters read/total meters	98%	98%
Reconciliation of Control Accounts	Monthly Reconciliation of all control accounts	All	% monthly reconciliations	100%	100%
Timeous payment of invoices and utilisation of discounts	Payment within 30 days from date of invoice/statement	All	% invoices paid	98%	98%
Timely payment of Salaries and Wages	Payment by due date every month	All	% payment by due date every month	98%	98%
Balancing of register with control accounts	Balancing within 5 working days after month end	All	% completed timeously	95%	95%
Insurance Portfolio	Insure adequate coverage of Council's Assets and review of Councils Insurance portfolio	All	100%	100% coverage	100%
Timeous submission of claims to insurers	80% of all claims submitted within one week	All	80%	target achieved	80%
Reconciliation of control votes and suspense accounts	Reconciliations completed within 5 working days after month end	All	% reconciliations completed	95%	95%
IT					
Ensure a virus free environment	Viruses reported attended to	All	% Viruses reported addressed	100%	100%
Back-up of all systems and databases	Daily, weekly and monthly back-up	All	% of successful back-ups	100%	100%
Attending to hardware, software and network problems (PC's & Mainframes)	% of problems solved within 2 working days	All	% of problems solved within 2 working days	98%	98%

Table 47: Performance against KPA's: Financial Services

Main Delivery Agenda for 2009/10

Key performance indicator	Ward nr/ Area	Target
Effective budgeting	All	May 2010
Ensure effective and proper procurement practices	All	Ongoing

Table 48: Main Delivery Agenda 2009/10: Financial Services

4.4 COMMUNITY SERVICES AND TECHNICAL SERVICES

Introduction

This Department's primary responsibilities are new basic service delivery infrastructure and maintenance, and other community services. It comprises of the following sections: Water, streets and sanitation, Housing, Electricity, Planning and land use, Libraries, Public Safety and Parks, gardens and amenities.

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target	Actual Performance
Management					
Management of audit queries	% of audit queries completed within 30 days	All	% of target achieved	100%	100%
Liaison with Leadership	Meetings with management team per month	All	Monthly	11	11
Implementation of Council resolutions	Items implemented within required timeframe	All	% delivered within required timeframe	100%	100%
Assignments from municipal manager	Reasonable assignment implemented within required timeframes	All	% of assignments addressed	100%	100%
Ensure proper procurement practices	No of months with unsuccessful appeals against municipality on the awarding of tenders.	All	# months of unsuccessful appeals	12	12
Traffic and Community Safety					
Response to call-outs for disaster management	95% of call outs responded to within 15 minutes	All	% of call outs	95%	95%
Fire Prevention inspections and awareness	Fire Prevention inspections and awareness	All	Nr. of inspections	12	12
Organised Law enforcement operations	12 Law enforcement operations	All	3 per quarter	12	12
Speed Law enforcement	Main streets covered with speed Law enforcement per month	All	# of main streets	30	30
Actual testing which took place as planned	Actual driver tested / % of planned tested per month	All	% of actual tests which takes place	75%	75%
Town Planning					

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target	Actual Performance
Approval of building plans	90% of building plans approved/processed within 30 days	All	% completed	90%	90%
Building line scanned and processed	100% of building scanned and processed within 5 days	All	% completed	80%	80%
Building line relaxation approvals	90% of building line relaxations approved within 30 days	All	% completed	90%	90%
Zoning certificates issued	95% of zoning certificates issued within 5 working days	All	% completed	80%%	80%
Processes for the use applications processed	90% of land use applications processed within 120 days	All	% completed	90%	90%
% of building plans processed ito Building regulations (30 days)	Calculated % of building plans approved	All	% plans processed	85%	85%
% of requested inspections undertaken per month	% actual inspections / requested inspections	All	% planned inspections	90%	90%
Parks, gardens and amenities					
Any written complaints regarding neatness of buildings	Months with no complaints / planned no of months with no complaints	All	Planned no of months with no complaints	12	12
Implementation of mowing schedule	Months that schedule was implemented	All	Months that schedule was adhered to	12	12
Waste Management					
Accessibility and monitoring of sustainable waste management sites	Regular monitoring	All	% progress	100%	100%
% of households registered for service which received a service 4 times X month	% of hh which received indicated service during month	All	% HH on Service	100%	100%
Libraries and Museum					
Loan of items at libraries	# of items loaned at libraries as percentage of stock	All	% loaned vs Stock level	20%	20%
Limit book losses at libraries	Limit book losses to 5 % per library	All	less than 5% books lost	5%	5%
Library exhibitions held	4 Exhibitions per year	All	# per year	4	4
Housing					
Squatter control	Number of squatter control inspection per month	All	1 <4 per month	1	1
Handling of all housing queries	Number of housing related queries handled	All	100% % queries addressed	100%	100%
Maintenance of housing waiting list data base	Number of persons on the waiting list per month	All	100% % waiting list updated	100%	100%
Cemeteries					
Cleaning of cemeteries in line	Actual cleaning operations per	All	Planned no cleaning operations	4	4

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr /Area	Baseline/ Target date	Annual Target	Actual Performance
with maintenance plan	quarter / planned no cleaning operations per year		(sessions including all cemeteries) for year		
Electricity					
New Electricity Connections	100% of new connections completed within 10 days after date of payment	All	% connected within required timeframes	100%	100%
Percentage of planned maintenance tasks completed in accordance with maintenance plan and program	65% of maintenance tasks completed	All	% completed	65%	65%
Constituting safety meetings	Safety meetings constituted as per OHSA	All	ongoing	95%	95%
Inspection of dangerous installations	Arrange 1 inspections per month	All	ongoing	100%	100%
% of faulty meters replaced within week after notification from treasury	Meters actually replaced within week / no of meters which requires replacement	All	Planned average % of meters Replaced within month after notification	90%	90%
Water					
Completion of water connections	95% completion of water connections within 30 days	All	% delivered within required timeframe	95%	95%
100% of water pipe bursts repaired within 24 hours	100% of water pipe bursts repaired within 24 hours	All	% delivered within required timeframe	100%	100%
Quality drinking water Class 1	Percentage drinking water Class 1	All	% compliant	80%	80%
Faulty meters repaired	90% of faulty meters repaired within 30 days	All	% repaired within required timeframe	90%	90%
Months without any service failure longer than 8 hours	Months without any service failure longer than 4 hours = 1	All	Targeted no of months without 4h+ failures	12	12
Minimise water losses	Managing water losses to the maximum of 15%	All	Water losses within limit of 15%	100%	100%
Streets and Stormwater					
Flushing and checking of pipes to prevent blockages	Maintenance plan implemented	All	% implemented	100%	100%
Maintenance of gravel roads every three months	Quarterly maintenance	All	% implemented	100%	100%
Repair of potholes within 1 month after report is received	Fixing of potholes within one week of report	All	% implemented	100%	100%
Sanitation					
Outflow water complying with permit values	95% of test results within permit values	All	% compliant	95%	95%
Addressing blockages and overflows reported	95% of all blockages addressed within 4 hours	All	% of annual target achieved	95%	95%

Table 49: Performance against KPA's: Community Services and Technical Services

Main Delivery Agenda 2009/10

Key performance indicator	Ward nr/ Area	Target
Develop maintenance plan for water network approved and implemented	All	June 2010
Finalise the upgrading of gravel roads	1	March 2010
Complete water project (adequate water)	1	May 2010
Upgrading of electrical lines	1	May 2010
Housing infrastructure (services)	3	April 2010

Table 50: Main Delivery Agenda 2009/10: Community Services and Technical Services

CHAPTER 5: FINANCIAL PERFORMANCE

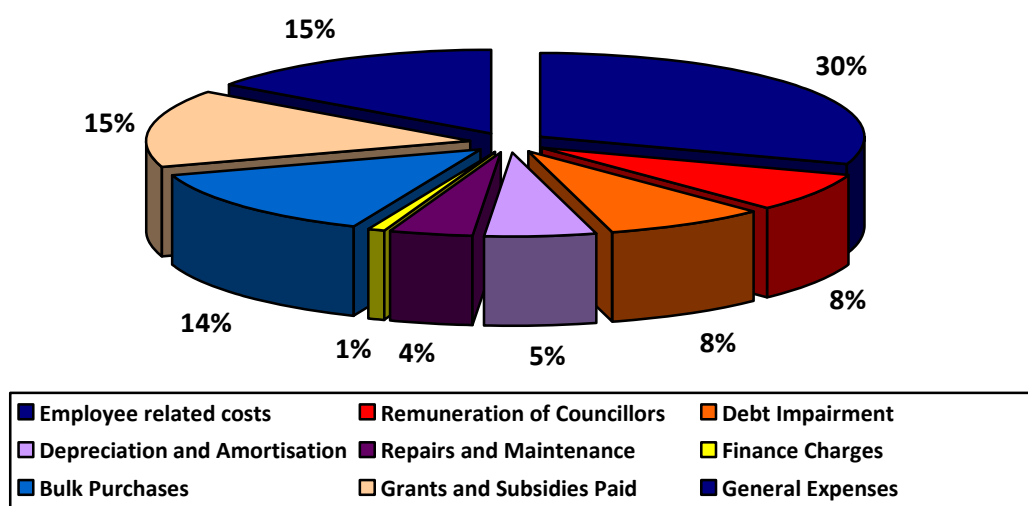
5.1 Operating results

Summary of performance against budgets

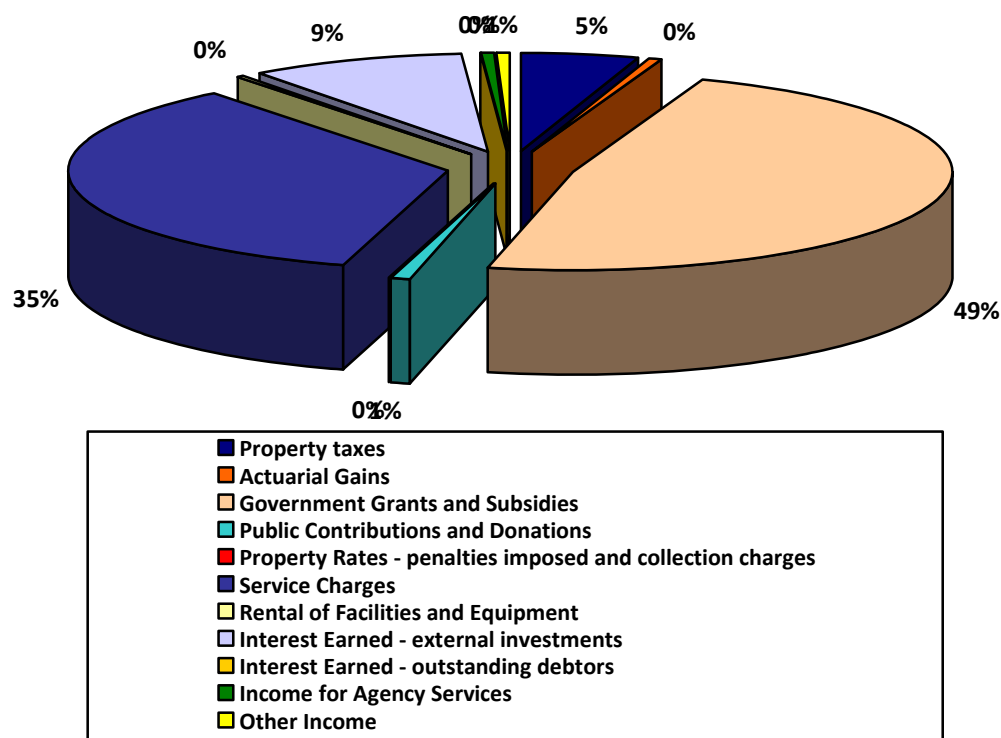
Year	Revenue				Operating expenditure			
	Budget	Actual	Diff.	%	Budget	Actual	Diff.	%
	R'000	R'000	R'000		R'000	R'000	R'000	
08/09	19 232	27 315	8 083	42	18 604	22 620	4 016	22

Table 51: Performance against budgets

Total operating expenditure 2008/09



Total revenue 2008/09



5.2 Outstanding debtors

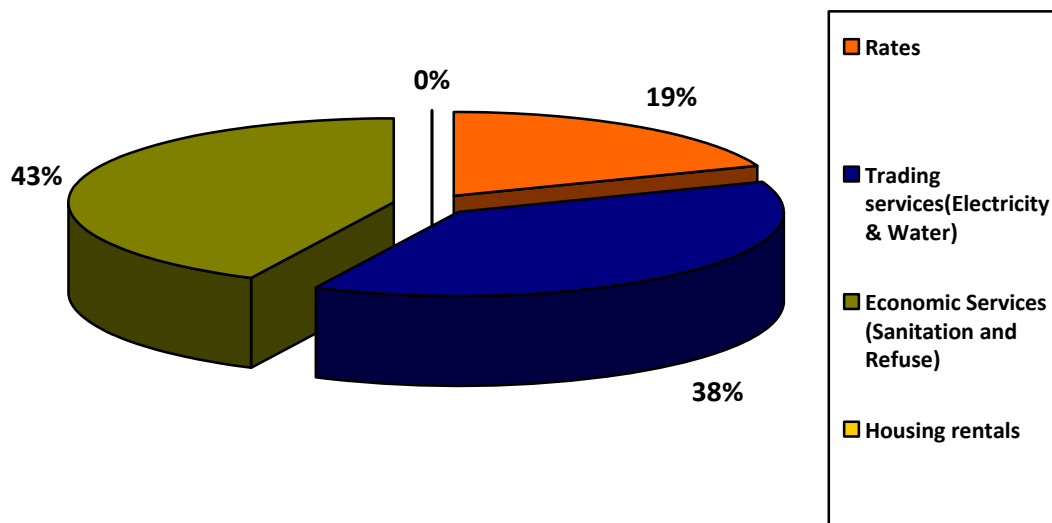
Gross outstanding debtors per service and total debtor age analysis as at 30 June 2009

Financial year	Rates	Trading services (Electricity and Water)	Economic services (Sanitation and Refuse)	Housing rentals	Total
	R'000	R'000	R'000	R'000	R'000
2007/08	611	484	702	0	1 797
2008/09	705	1 399	1 571	1	3 676
Difference	94	915	869	1	1 879
% growth year on year	15	189	124	100	105

Table 52: Gross outstanding debtors per service

Note: Figures exclude provision for bad debt

Gross outstanding debtors (Excluding provision for bad debt)



Total debtors age analysis

Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R'000	R'000	R'000	R'000	R'000
2008/09	878	490	185	2 033	3 586

Table 53: Total debtor age analysis

The net growth in debtors is 105%, which is a challenge for the municipality. Provision is made for 91% of the outstanding debt as bad debt. For more details outstanding debtors, please refer to note 17 in the financial statements.

5.3 Viability indicators

Level of reliance on grants and subsidies

Financial year	Total grants and subsidies received (R'000)	Total Operating Revenue (R'000)	Percentage (%)
2006/07	5 999	12 204	49
2007/08	8 497	18 349	46
2008/09	12 582	27 315	46

Table 54: Reliance on grants

As mentioned before, the municipality has a very limited revenue base due to a high unemployment rate and very low economic potential and are therefore more reliant on grants to finance our capital expenditure than other municipalities with the same nature

Liquidity ratio

Financial year	Net current assets (R'000)	Net current liabilities (R'000)	Ratio
2007/08	20 783	7 202	2.9:1
2008/09	22 581	8 623	2.6:1

Table 55: Liquidity ratio

This ratio indicates that the municipality is in a favorable position to meet our short term liabilities.

5.4 Audit Outcomes

Year	2005/06	2006/07	2007/08	2008/09
Status	Unqualified	Unqualified	Unqualified	Unqualified

Table 56: Audit Outcomes

Details on 2007/08 Audit Outcomes

Issue raised	Corrective step implemented
Unqualified report – only main of matters of governance	
Supply chain policy not implemented	
No delegations system	
Late submission of financial statements	
Limited functioning of the audit committee	
Internal audit function	
Matters of governance (compliance)	

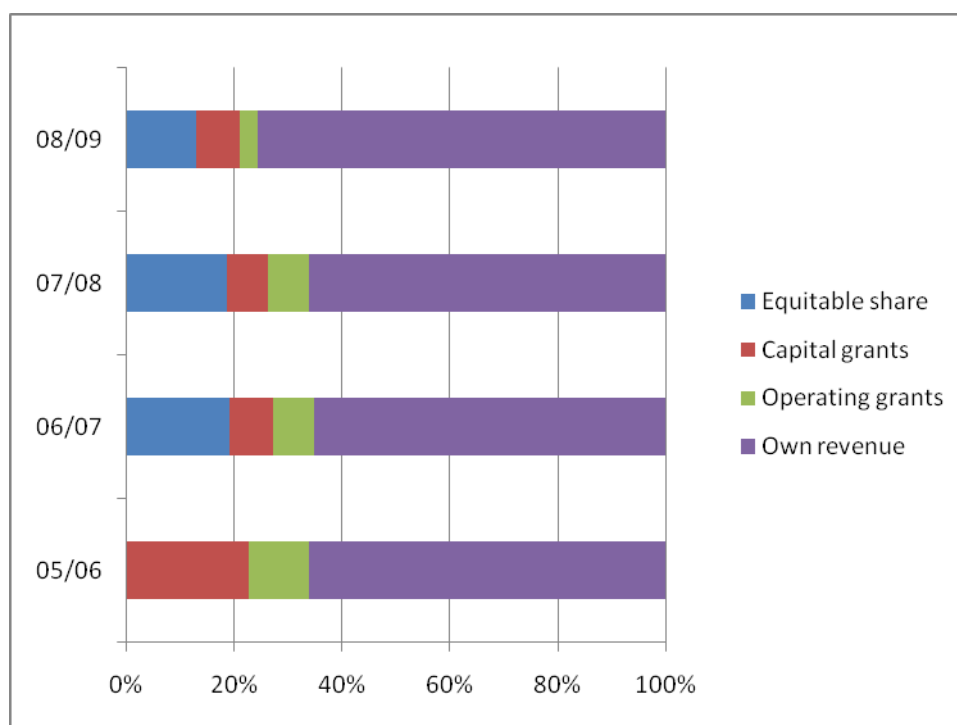
Table 57: Details on 2007/08 Audit Outcomes

5.5 Equitable Share vs Total Revenue

Description of revenue	Amount received 2005/06 (R'000)	Amount received 2006/07 (R'000)	Amount received 2007/08 (R'000)	Amount received 2008/09 (R'000)
Equitable share	0	3 597	3 954	4 506
Capital grants	3 408	1 495	1 638	4 493
Operating grants	1 694	1 465	1 598	3 584
Own revenue	9 912	12 204	14 084	28 278
Total revenue	15 014	18 761	21 274	40 861

Table 58: Equitable Share vs Total Revenue

Equitable Share vs Total Revenue 2005/06 to 2008/09

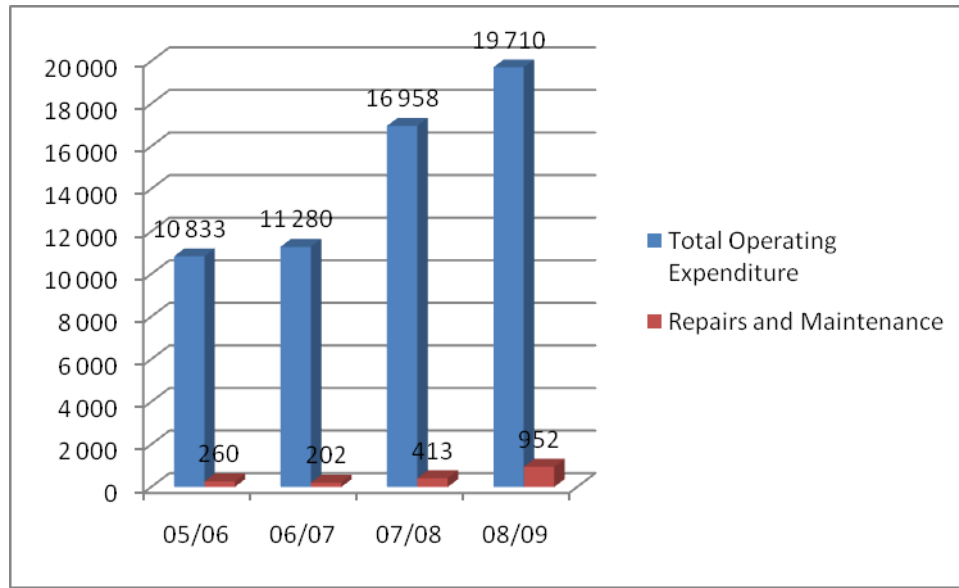


5.6 Repairs and maintenance as percentage of OPEX

	2005/06 (R'000)	2006/07 (R'000)	2007/08 (R'000)	2008/09 (R'000)
Total Operating Expenditure	10 833	11 280	16 958	19 710
Repairs and Maintenance	260	202	413	952
% of total OPEX	2.40	1.79	2.44	4.83

Table 59: Repairs and maintenance as percentage of OPEX

Repairs and maintenance vs operational expenditure

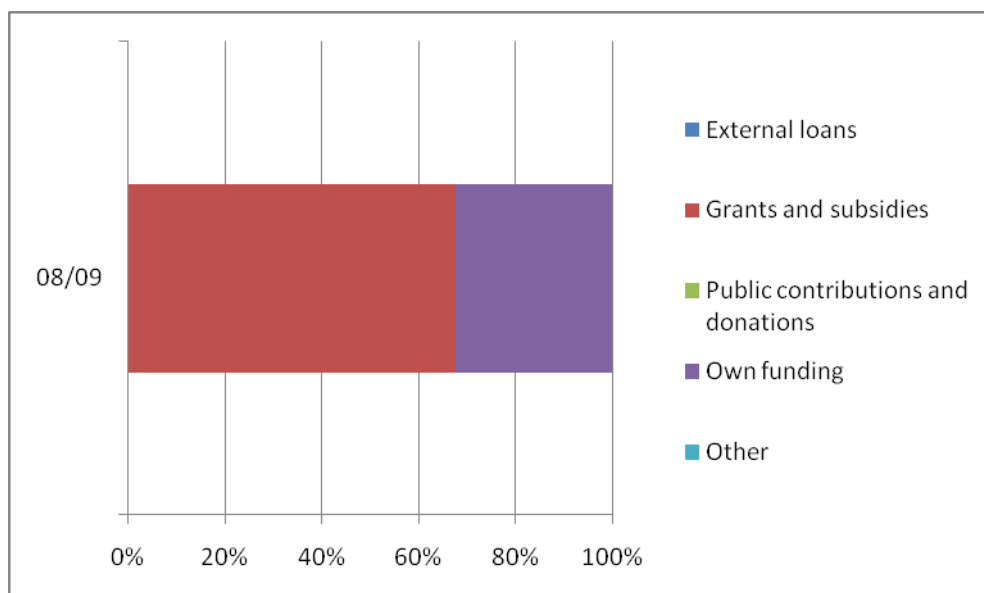


5.7 Capital funded by source

Description Source	2008/09 (R'000)
External loans	0
Grants and subsidies	3 062
Public contributions and donations	0
Own funding	1 470
Other	0
Total capital expenditure	4 532

Table 60: Capital funded by source

Capital funded by source



Annexure 1	INTERNAL AUDIT REPORT
Annexure 2	FINANCIAL STATEMENTS
Annexure 3	AUDITOR GENERAL AUDIT REPORT